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CONFIDENTIAL

GENERAL OBSERVATIONS AND RECOMMENDATIONS OF THE CHAIRMAN

A. General Structure

The statements on the general structure of the first Course have been reinforced by the observations made during its second running and are important enough to be repeated here for emphasis:

1. The formation of the Course into the three parts, Agency, the United States and the U.S. Government, and World Affairs, is fundamentally sound.
2. A "sine qua non" is that the entire Course be conducted away from the Langley Headquarters in order to cause a complete separation from daily office activities.
3. A very important contribution has been the mutual exchange of Agency experience and ideas among the students. This requires an informal, club-like, non-institutional setting and approach, especially during the first two weeks.
4. The high quality and rank of the speakers must be maintained and all components of the Agency must participate at the most senior level.

B. Specific Changes

We propose to conduct the next Course on the basis of specific review of its various component parts. For example, the Brookings Institution participation will be somewhat shortened. Field trips, e.g. to SAC have been found advantageous and will be continued. We are planning more seminars and in general greater student participation in the Course.

C. Selection of Officers

A study made of the officers attending the first two Courses in order to recommend norms for the selection of future candidates concluded that:

- (1) Some improvement in selection for the second Course has been noted.

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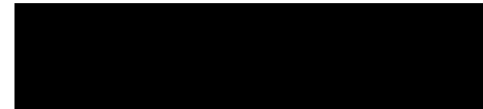
(2) The age period 35-45 years should be generally followed where a choice is possible, although exceptions can always be made.

(3) Time in Agency should approximate 11 years, with an absolute minimum of 5 years.

(4) Students from narrow specialties, requiring only specialized knowledge, and to which they will return for an indefinite period, should be excluded.

(5) Although all the students received marked benefit for themselves, we believe that the Agency profited most in those cases where the candidate was selected against the probability of his advancement to greater and broader responsibilities within the Agency or in representing the Agency. Therefore, if the Course is to fulfill its purpose, the Deputy Directors must ensure the continuing selection of candidates of high quality whose likely future has been assessed on this basis.

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Chairman, Midcareer Course

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STUDY OF STUDENT
QUALIFICATIONS